

21 October 1982

MEMORANDUM FOR: Director, Office of Community Coordination
FROM: Executive Secretary
DCI Science and Technology Advisory Panel (STAP)
SUBJECT: Administrative and Logistic Support for the STAP

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1. Your recent initiative which highlighted the office space issue and the resultant ongoing review by make this an appropriate time for me to reiterate some of the STAP's requirements for administrative and logistic support. I believe you are aware of most of the STAP's general needs. I know you have been supportive of the STAP and have articulated these needs to higher authority at appropriate times. As such, this memo makes no attempt to "Preach to the choir". Rather, its purpose is to try to prioritize the STAP's requirements and, more important, highlight the rationale behind these requests. This information may be of use to you in any future interoffice deliberations over resource allocations.

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2. The STAP's most immediate need is for a suitable working space which could be used by the Chairman and other STAP members when they are working on DCI matters. For obvious reasons, the working space should be proximate to the STAP secretariat, should be large enough for several members to work independently and should contain a secure telephone line. Existing arrangements for supporting STAP members when they are in town are unsatisfactory. There is no room in the office currently shared by the STAP and IR&DC Executive Secretary for STAP members to work. A STAP member who comes to the CCH to work is shunted off to one of the vacant rooms on the north side of the building where classified reference material is delivered to him and he is then left alone. The rooms, which do not belong to OCC (even though they are in the designated OCC area), are inadequately maintained, have insufficient furniture and amenities and are far removed from the STAP secretariat and associated clerical support. This arrangement does nothing to further one of the principal recommendations to the DCI by i.e. that more emphasis be put on STAP Working Group efforts, which, traditionally, have proven to be the source of greatest STAP productivity and responsiveness. I believe there is a direct correlation between the downward trend in STAP report production and this marginal support to the STAP Working Groups. I believe it is significant to note that the STAP has not produced a single, in depth, formal study since the responsibility for supporting the STAP was transferred from the CIA/DDI to the IC Staff!!

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3. An additional STAP requirement centers on the need for the STAP Chairman to have a suitable office area where he can work, host visitors, and

sponsor substantive discussions on DCI matters. It is totally inappropriate for the Chairman to conduct DCI/STAP business in the Chairman's civil corporate offices. Government business should be conducted in government spaces. Under current arrangements (or lack of them) STAP-associated discussions between the Chairman and other executives or scientists occur only when the Chairman travels to the other person's office; this may be in the Pentagon, White House, a corporation or a local university. It is particularly fortuitous that the current Chairman happens to reside and be employed by a firm located in the DC Metropolitan area. In spite of his busy corporate schedule, the Chairman is able to travel to various STAP-associated meetings at locations throughout the local area. This travel is done at no cost to the U.S. Government and involves the Chairman's extensive use of a driver and vehicle provided by the Chairman's company. None of this would be possible if the Chairman were located in a distant city and traveled to Washington infrequently and only for a day or so at a time. In that case his schedule would be so tight that he would have to have a suitable office where other persons could come to call upon him, rather than vice versa. With the exception of the Chairman, all other STAP members reside and are employed in distant cities (more than half are located west of the Mississippi). The effectiveness of each member (and their individual productivity) could be enhanced if they were provided an office space where their own STAP-associated discussions and liaison efforts could be centered.

4. Both of the functions cited above, research/study area and liaison/discussion office area, could be satisfied if one of the vacant rooms in the OCC area were designated as a STAP working area. Obviously, the room would not be utilized by STAP members on a full time, daily basis. The room could be used by any other OCC (or ICS) division on an as-needed basis with the understanding that the STAP would enjoy first priority in scheduling the room.

5. Another aspect of supporting the STAP centers on the need to separate the STAP and IR&DC Executive Secretaries. Although the professional interests and personal expertise of the individuals concerned are similar, recent policy decisions by the DDCI make it essential that the day-to-day activities of the IR&DC, and particularly the sensitive materials and issues with which it deals, be somewhat insulated from the research activities and general investigative review efforts often conducted by the STAP. Therefore, any plan to relocate one or both of the aforementioned Executive Secretaries should take into account the need to maintain the physical separation of files and the separation of clerical support personnel. Although the STAP and IR&DC currently receive clerical support from different secretaries, some of the administrative and chronological files for each office are kept in a single safe to which both clerical secretaries (and Executive Secretaries) have access. Additionally, the assigned office areas for the STAP and IR&DC

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Executive Secretaries should be located so that normal movement and work activity by STAP members or IR&DC personnel would not result in encroachment by either group.

6. The forgoing issues represent critical STAP needs relating to office space. A separate issue, which probably cannot be resolved in the immediate future, centers on STAP requirements for dedicated clerical support. In fact, any reallocation of office space should take into consideration and make allowances for the possible future assignment of a full time clerical secretary for the STAP Secretariat. Without going into excruciating detail, it is significant to note that nearly all other intelligence or defense-associated advisory boards have dedicated Secretariat support in far greater proportion than the support provided by the IC Staff to the DCI Boards. The DCI Boards (STAP and IR&DC) each have only one staff person assigned to it for full time support. In contrast, the comparable CNO Executive Panel (CEP) has nine personnel (five professional, four clerical) assigned to its Secretariat for full-time dedicated support. Granted, the STAP has only one-third the membership of the CEP but this does not explain why the IC Staff has assigned only one-ninth the level of support. The DIA Advisory committee is supported by a full-time Secretariat staff of three people. The Defense Science Board, has a full time Secretariat of seven people. The two DCI Advisory Boards (STAP and IR&DC) which are supported by the IC Staff must make do with only one professional assigned to support each panel/council and with no dedicated clerical support assigned to either. I believe a strong case can be made that one person alone cannot provide optimum support to any advisory panel. The myriad tasks, some mundane, others of critical importance, all of which are time consuming, require the support and dedicated services of more than a single individual. This issue needs to be addressed in depth at a future time. For the near term, I can only highlight the requirement for additional clerical support and request that reallocation and assignment of office space take into consideration the forthcoming request for additional personnel.

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